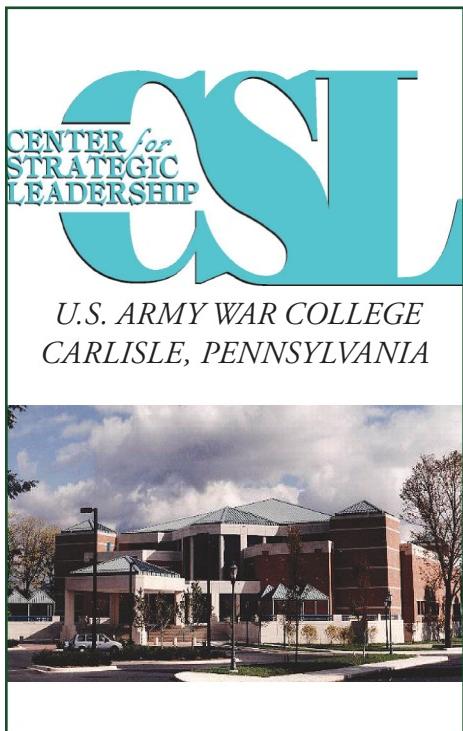


THE COLLINS CENTER UPDATE

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ROBOTICS DAY

*By Colonel Chris Fowler
Director, Science and Technology
Division*

The Command and Control Group of the Science and Technology Division, Center for Strategic Leadership, sponsored the third annual "Robotics Day" on May 9, 2006. The day consisted of displays and demonstrations held on Indian Field at Carlisle Barracks. Over 300 staff, faculty, and guests visited the event throughout the day. Nine organizations and companies were present for this year's event to demonstrate and talk about their research and development efforts in the field of military robotics. Displayers this year were: the Army Research Laboratory (ARL), the United States (U.S.) Army Tank-Automotive Research, Development and Engineering Center (TARDEC), the AAI Corporation, BAE Systems, Foster Miller Corporation, iRobot Corporation, the Joint Project Office (Robotic Systems), and the U.S. Air Force Battle Laboratory. Included in the capabilities presented were ARL's robotic HUMVEE, TARDEC's Robotic M113, the Shadow unmanned aerial vehicle (UAV), the TALON Swords unmanned ground vehicle (UGV), the Dragon Runner and Throwbot, the Packbot, and the Killer Bee systems. One of the purposes of Robotics Day is to have the Army War College students consider and discuss strategic implications of the increasing presence and capabilities of robotic systems on today's battlefields.

BELIZE NATIONAL SECURITY STRATEGY FORMULATION PROCESS WORKSHOP #1

*By Professor B.F. Griffard and
Colonel Dale C. Eikmeier
Operations and Gaming Division*

Enhancing hemispheric stability and security in the Central America and Caribbean regions is dependent on the development of cohesive regional security strategies. To achieve this goal the U.S. Southern Command (USSOUTHCOM) is setting a foundation by building regional partnerships one nation at a time.



Belize, uniquely positioned to be a link between Central America and the Caribbean, is the first in the region to step up to the plate in this effort. Their initiative to develop an integrated national security strategy dovetails with the Commander, USSOUTHCOM's efforts in promoting development of Regional Security Strategies for Central America and the Caribbean. To support this program a two-man team from the USAWC Center for Strategic Lead-

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ership (CSL) facilitated the initial Belize National Security Strategy (NSS) Formulation Process Workshop, during the period 13-16 June 2006. Focused on Belize 2021, this first of three workshops identified major security issues and threats to a prosperous Belize 15 years hence.

At the conclusion of the workshop Belizean planners published a prologue to their NSS that identified the Belize 2021 Vision, National Goals, and Key Thematic and Overarching Issues for Review. It also described the strategic environment within which Belize must operate to achieve the stated Vision, and identified major security issues prioritized as Tier 1, Tier 2, or Tier 3 threats.

Belize 2021: Threats

- **Tier 1**
 - Transnational & Organized Crime
 - Cross-Border Issues
 - Natural Disasters
- **Tier 2**
 - Terrorism
 - Pandemics
 - Territorial Disputes
- **Tier 3**
 - Environmental Degradation

In the follow-on to this successful effort the CSL is coordinating the agenda and methodology for the second workshop scheduled for August 22-25, 2006. At this workshop planners will determine the roles of Belizean security-related organizations and institutions; current national capabilities and additional capabilities required to address the identified threats; and conduct a risk analysis between required capabilities and current capabilities.

A CSL Issue Paper regarding this workshop may be found at: <http://www.carlisle.army.mil/usacs1/publications/IP06-06.pdf>.

THE STRATEGIC RATIONALE FOR STABILITY OPERATIONS

By Dr. Tammy S. Schultz
Peacekeeping and Stability Operations Institute (PKSOI)

Since the end of the Cold War, the U.S. has embarked upon one new stability operation every two years. As the War on Terror continues, this trend shows no signs of decreasing anytime soon. Recognizing the need to enhance the U.S. government's ability to conduct these operations, the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) held an Eisenhower National Security Series conference 19-20 April 2006 in Washington, DC exploring "The Strategic Rationale for Stability Operations."



Several lead-in sessions preceded the conference and brought together senior policymakers from the Departments of Defense, State and Justice, the National Security Council, Congressional staffers, and top strategists in the field from both U.S. and U.K. institutions.

Three major points emerged from the lead-in sessions. First, the U.S. will continue to conduct stability operations in the future. Although a seemingly obviously observation, the fact that individuals from across the political spectrum agreed that the U.S. would be involved in future stability operations was noteworthy. Second, conducting successful stability operations cannot be achieved without a whole-of-government approach, which many participants observed the U.S. still lacks. Third, the Executive branch must take the

lead for identifying an overarching framework for national security, of which the ability to conduct stability operations is one part. This framework must be clear, and the Executive branch must invest political capital to sell the plan to both Congress and the American people. As one participant stated, "Congress is an amplifier—not a modulator." In other words, if Congress is presented with a clear framework that identifies both the rationale and requirements for a grand strategy, funding by Congress would probably follow. Congress is not, however, in a position to develop the framework for themselves.

The main conference began with a keynote address by Sarah Sewall, the Program Director of the Carr Center for Human Rights Policy at Harvard University. Sewall stated that one reason today's policymakers are debating largely the same issues that they were over ten years ago, when Sewall was the first Deputy Assistant Secretary of Defense for Peacekeeping and Humanitarian Assistance in the Clinton administration, is that the paradigm into which stability operations fits is unsettled. Before capabilities can be developed, Sewall commented, one has to answer the question, "Capabilities to do what?" Army Lieutenant Colonel Nathan Freier of the Army Strategic Studies Institute, the conference's lunch speaker, said that Sewall's question could not be answered until America's leaders articulated a grand strategy. Andrew Natsios, former Administrator of USAID, focused his talk on the challenges of creating and implementing new models for development, stabilization, and reconstruction. A concluding address was given by Army Major General David Fastabend, Deputy Director of the Army Capabilities

Integration Center, who spoke on the challenge of properly defining the strategic and operational problems posed by irregular warfare and a new security environment.

Two panels also informed the conference: "Initiatives to Develop a Common National Approach: Past, Present, and Future" and "Overcoming Challenges to Developing a Common National Approach—Pragmatic Next Steps." The panels came up with several insights for government innovation. First, one of the keys to past successes (and failures) of government innovation was the President's ability to hold political appointees accountable for reform. Second, reorganization does not necessarily mean increased capacity, an important point since one of the issues constantly raised by most participants was the relative lack of civilian capacity to conduct stability operations. A third related point is that, although most innovation attempts focus on structural changes, focusing on people may be just as important and more effective. For example, since stability operations requires cooperation across the government, agencies should bring in individuals who thrive in networked environments who are conduits (versus hoarders) of information.

The plenary session broke into three working groups to address questions derived from the first three lead-in events, including the adequacy of existing guidance (e.g., the National Security Strategy, the National Security Policy Directive 44, and the Department of Defense Directive 3000.05) and how stability operations fit into U.S. grand strategy. The groups brief-backed their results the next day, which was followed by a critical evaluation session of those recommendations. A plenary discussion synthesized all of the recommendations, and

allowed the entire group to provide feedback to PKSOI for use in future outbriefs to policymakers.

PKSOI is currently identifying and analyzing recommendations from all of the Eisenhower National Security Series on Stability Operations and Reconstruction (there are seven total conferences), and building targeted briefs of those ideas to present to key leaders. For more information on the series, or to download final reports (postings will occur throughout the summer as reports are finalized), please visit: <http://www.eisenhowerseries.com/sor/index.php>. PKSOI and the Eisenhower National Security Series are currently working together to create a 2006–2007 series on stability and reconstruction operations.

CSL
**STRATEGIC LEADER
STAFF RIDE PROGRAM**

*By Colonel Ken Smith
Operations and Gaming Division*

The Strategic Leader Staff Ride Program (SLSR), coordinated and executed through the Center for Strategic Leadership (CSL) of the U.S. Army War College (USAWC), uses



The Honorable Francis Harvey, Secretary of the Army (front row center), and his staff pause before the High Water Mark Memorial during the Gettysburg Staff Ride.

the lessons of Gettysburg to meet the leadership challenges of today. This program serves as a means to exchange ideas and increase awareness of important strategic issues shared by the armed forces, academia, the government and the business community, and through this process establishes a foundation for mutually beneficial long-term professional relationships and exchanges.

This recent quarter's activities provided refreshing spring days on the Gettysburg Battlefield as well as forums for exceptional discussions between strategic-level leaders in the corporate and government arenas.

The Secretary of the Army and his principal staff joined the USAWC on April 24-25. This initial program is the first in what the Secretary intends to be an annual event that will include Civilian Aides to the Secretary of the Army to discuss the challenges of strategic-level leadership with the intent to increase awareness and exchange insights on strategic issues and assist in supporting the Secretary's strategic communication program. The group spent the day grasping the strategic lessons



The Secretary of the Army's civilian aides at Gettysburg.

of the Gettysburg battlefield under the exceptional tutelage of Professor Len Fullenkamp of the USAWC faculty. This group departed Carlisle better informed and appreciative of the strategic-level leadership issues facing military leaders of today.

The Secretary of the Army and a group of staff participated in a Gettysburg staff ride May 18-19. The group included the Secretary and Under Secretary of the Army, Civilian Aides from Delaware, Pennsylvania, Puerto Rico and CEO's from Lockheed Martin and SRA International.

This is the second event of the Secretary's new program to increase strategic communications efforts at the senior level. The event consisted of a Gettysburg battlefield staff ride led by Dr. Doug Johnson and dialogue on selected topics. Building on the leadership lessons from the Gettysburg staff ride "experience",

the USAWC facilitated an energetic dialogue on the strategic issues and lessons of the battle and their relation to today's environment. This initiative by the Secretary is expected to continue with two programs on an annual basis.

On May 22-24, Moog, Incorporated's Space and Defense Control Group from East Aurora, New York arrived for a ride hosted by the USAWC. Moog, Inc. is a worldwide manufacturer of precision control components and systems. Moog's high performance actuation products control military and commercial aircraft, satellites and space vehicles, launch vehicles, and automated industrial machinery.



The Moog Inc. Space and Defense Control Group pause during their tour of the Gettysburg Battlefield.

The group spent a day absorbing the strategic lessons of the Gettysburg battlefield led by Dr. Sam Newland of the USAWC faculty.

The final day's topics included a strategic discussion covering Organizational Culture presented by Dr. Craig Bullis and the Crisis Action Simulation Exercise, "Silent Strike" led by Colonel Scott Forster. The exercise was designed to highlight the complexity of events at a strategic level and the necessity to evaluate all elements of power to solve or mitigate crises involving international and domestic agencies in a time and information constrained environment. This program generated great interest from the attendees and resulted in another excellent opportunity to establish a foundation for further exchanges on strategic issues and discussions.

The Strategic Leader Staff Ride program continues to support and improve the strategic communications objectives of the War College and the U.S. Army. The outstanding support and energy provided by the USAWC faculty was essential in making this program a resounding success and in pursuing the overall goal of establishing a foundation for mutually beneficial long-term professional relationships and exchanges between the business community and the Army.

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This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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